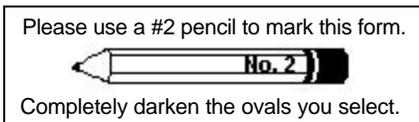


California State University

Department Chair Survey



This survey is targeted to heads of departments/schools with personnel, budget, RTP, promotion decisions, and curricular responsibilities. Throughout this survey, these unit heads are referred to as "chairs." If you have such responsibilities, please indicate your official status here and continue with the survey. Thank you for your participation.

~ Department Chairperson ~ School Director ~ Program Director

The goal of this survey is to gather information that will be useful in developing a document that provides guidance for "Best Practices for Roles, Responsibilities, Resources, and Rewards for Department Chairs." Having been a CSU chair for nine years, the researcher appreciates the many demands on the time of department chairs. Please, therefore, respond to the questions below without consulting department staff if you have a reasonable degree of confidence in your response. If you are uncertain of the answer to a question, please so indicate. Thank you.

Results will be reported only in summary form for each campus, and for the California State University System as a whole. **INDIVIDUAL RESPONSES WILL BE HELD IN CONFIDENCE BY THE RESEARCHER.** To contact the researcher, please email Prof. Don Chu at his CSU, Chico office address: dchu@csuchico.edu. Upon completion of the survey, please return it to the Office of the Academic Senate on your campus. All campus responses will be collected at the Senate office where individual identifiers will be removed before mailing to the researcher for processing.

The first set of questions pertains to demographics of chairs in the CSU, your working conditions, and characteristics of your department and campus.

1. College/School (Mark the title closest to that of your college/school)

~ Agriculture	~ Humanities and Arts
~ Computer Science	~ Professional Studies
~ Education	~ Science and Mathematics
~ Engineering	~ Social Science
~ Health Science	~ Other: _____

2. What is the academic year calendar on your campus?

- ~ Semesters
- ~ Quarters

3. How long is your contract as department chair during the course of that academic calendar?

- ~ 12 months
- ~ 11 months
- ~ 10 months
- ~ 9 months
- ~ 3 quarters
- ~ 4 quarters
- ~ other
- ~ not certain

4. If you are NOT paid to work 12-months or 4-quarters, approximately how many days a year do you work during periods when you are supposed to be off duty?

~ less than 5 days	~ 26 - 30 days
~ 5 - 10 days	~ 31 - 35 days
~ 11 - 15 days	~ 36 - 40 days
~ 16 - 20 days	~ 41 - 45 days
~ 21 - 25 days	~ 46 or more days

5. FTEF in your department (include full and part-time faculty positions and teaching associates):

~ 5 or less	~ 26 - 30
~ 6 - 10	~ 31 - 40
~ 11 - 15	~ 41 - 50
~ 16 - 20	~ over 50
~ 21 - 25	~ not certain

6. What was the FTES for your department for Fall 2001?

~ less than 50	~ 701 - 900
~ 50 - 100	~ 901 - 1100
~ 101 - 300	~ 1101 - 1300
~ 301 - 500	~ 1301 - 1500
~ 501 - 700	~ more than 1500
	~ not certain

7. Estimate the total number (i.e., head count) of the following personnel in your department.

	5 or less	6-10	11-15	16-20	21-25	26-30	31-40	41-50	over 50	not certain
a. Tenured/tenure track Faculty	~	~	~	~	~	~	~	~	~	~
b. Temporary Faculty	~	~	~	~	~	~	~	~	~	~
c. Teaching Associates	~	~	~	~	~	~	~	~	~	~
d. Clerical and Technical Staff	~	~	~	~	~	~	~	~	~	~
e. Student Assistants	~	~	~	~	~	~	~	~	~	~

f
f
f
f
f
f
f
f

8. What was the number of majors in your department for Fall 2001?

Undergraduates	Graduates
~ less than 50	~ less than 50
~ 50 - 100	~ 50 - 100
~ 101 - 300	~ 101 - 300
~ 301 - 500	~ 301 - 500
~ 501 - 700	~ 501 - 700
~ 701 - 900	~ 701 - 900
~ 901 - 1100	~ 901 - 1100
~ 1101 - 1300	~ 1101 - 1300
~ 1301 - 1500	~ 1301 - 1500
~ more than 1500	~ more than 1500
~ not certain	~ not certain

9. Your age:

- ~ less than 30
- ~ 30 - 39
- ~ 40 - 49
- ~ 50 -59
- ~ 60 or over

10. Your gender:

- ~ Female
- ~ Male

f
f
f
f
f
f
f
f
f
f

11. How many total years have you been a full-time faculty member at your current and other colleges/universities?

- ~ 0 - 3 years
- ~ 4 - 6 years
- ~ 7 - 9 years
- ~ 10 - 13 years
- ~ 14 - 17 years
- ~ 18 - 21 years
- ~ more than 21 years

12. How many years have you been a full-time faculty member at your current campus?

- ~ 0 - 3 years
- ~ 4 - 6 years
- ~ 7 - 9 years
- ~ 10 - 13 years
- ~ 14 - 17 years
- ~ 18 - 21 years
- ~ more than 21 years

f
f
f
f
f
f
f
f

13. At the end of the Spring 2002 term, how many months/years will you have been department chair at your current campus?

~ 1-3 mos.	~ 19-24 mos.	~ 7 years
~ 4-6 mos.	~ 3 years	~ 8-9 years
~ 7-9 mos.	~ 4 years	~ 10-12 years
~ 10-12 mos.	~ 5 years	~ 13-15 years
~ 13-18 mos.	~ 6 years	~ 16-20 years
		~ over 20 years

14. How many years is the typical term for chairs in your department?

- ~ 2 years
- ~ 3 years
- ~ 4 years
- ~ 5 years
- ~ more than 5 years
- ~ other _____

f
f
f
f
f
f

15. Prior to becoming department chair, were you a member of the faculty of your campus, or were you recruited externally as a result of a search outside of your home department and campus?

- ~ I was a member of my campus faculty
- ~ I was recruited externally

16. How many years did the chair that served immediately before you hold the position of chair?

- ~ 1-3
- ~ 4-6
- ~ 7-9
- ~ 10-13
- ~ more than 13

f
f
f
f
f

17. Please indicate the percentage that you are officially appointed chair.

	%	~ Not certain
1	0 0	
	1 1	
	2 2	
	3 3	
	4 4	
	5 5	
	6 6	
	7 7	
	8 8	
	9 9	

18. Who or what determines your percent appointment as chair?

- ~ dean
- ~ provost
- ~ university policy
- ~ CSU policy
- ~ CFA contract
- ~ not certain
- ~ Other/Explain _____

19. Who or what determines the number of months you are appointed as chair?

- ~ dean
- ~ provost
- ~ university policy
- ~ CSU policy
- ~ CFA contract
- ~ not certain
- ~ Other/Explain _____

f
f
f
f
f
f
f
f
f
f

20. What basis or formula is used to determine your percent appointment as chair?

- ~ number of FTEF
- ~ number of FTES
- ~ number of majors
- ~ not certain
- ~ Other/Explain_____

21. What basis or formula is used to determine the number of months you are appointed as chair?

- ~ number of FTEF
- ~ number of FTES
- ~ number of majors
- ~ not certain
- ~ Other/Explain_____

22. How are chairs elected/appointed in your department?

- ~ elected by tenured, tenure-track and part-time faculty; the winner of the election is then formally appointed by the president (or AVP/provost) on the recommendation of the dean
- ~ elected by tenured and tenured-track faculty only; the winner of the election is then formally appointed by president (or AVP/provost) on the recommendation of the dean
- ~ elected by tenured faculty only; the winner of the election is then formally appointed by president (or AVP/provost) on the recommendation of the dean
- ~ no election; appointed by the president or AVP/provost on the recommendation of the dean
- ~ Other/Explain_____

The next set of questions relates to the preparation of chairs, their responsibilities and management of chair affairs at your campus.

23. In your college/school, during an average academic year, how often do all the chairs meet as a group with the Dean?

- ~ never
- ~ once
- ~ 2 - 4 times
- ~ 5 - 8 times
- ~ 9 - 12 times
- ~ more than 12 times

24. How many years has your dean served in that capacity on your campus?

- ~ 1 - 3
- ~ 4 - 6
- ~ 7 - 9
- ~ 10 - 13
- ~ more than 13

25. How often are all the chairs on your campus scheduled to meet as a group?

- ~ never
- ~ weekly
- ~ twice a month
- ~ monthly
- ~ quarterly
- ~ twice a year
- ~ once a year
- ~ as called

26. If all the chairs on your campus meet as a group, who leads this meeting?

- ~ Not applicable
- ~ AVP/provost
- ~ Chair(s)
- ~ Assoc/Asst VP
- ~ Dean(s)
- ~ Not certain
- ~ Other(specify)_____

27. Before you assumed the duties of chair, about how many total hours of FORMAL orientation were provided by your campus administration to prepare you for your job as chair?

- ~ 0 hours
- ~ 1 - 5 hours
- ~ 6 - 10 hours
- ~ 11 - 15 hours
- ~ 16 - 20 hours
- ~ more than 20 hours

28. If there was a formal orientation, who led it?

- ~ Not applicable
- ~ Dean
- ~ AVP/provost
- ~ Assoc/Asst VP
- ~ Dept Chair or Chairs
- ~ Outside consultant
- ~ Other(specify)_____

29. Were expectations for your performance clearly provided to you by your dean PRIOR to assumption of the position of chair?

- ~ yes, primarily verbally
- ~ yes, primarily in writing
- ~ no
- ~ other(explain)_____

30. Indicate the chair preparation workshops that you attended. (Mark all that apply)

- ~ CSU Chair Workshop held at CSU, Long Beach or other campus
- ~ American Council on Education Chair Workshop
- ~ American Council of Academic Deans chair workshops
- ~ Harvard Management Development Program
- ~ Campus-sponsored chair development workshop
- ~ None
- ~ Other_____

31. How often do the chairs in your discipline across the CSU regularly meet?

- ~ never
- ~ once/year
- ~ twice/year
- ~ three or more times/year
- ~ as called

32. Indicate how much of your time as chair is consumed by each of the activities listed below.

	Little/None	Moderate	Great deal
Advising students/student complaints	~	~	~
Personnel Management/Development			
RTP	~	~	~
Recruiting staff and faculty	~	~	~
Managing staff and faculty	~	~	~
Faculty and staff development	~	~	~
Faculty and staff evaluations	~	~	~
Faculty and staff personnel problems	~	~	~
Staffing classes	~	~	~
Facilities Management			
Requesting/negotiating repairs to rooms/buildings	~	~	~
Planning and negotiating remodeling	~	~	~
Managing space	~	~	~
Managing large equipment repair/replacement	~	~	~
Reading/responding to memos from other offices	~	~	~
Reading administratively relevant material	~	~	~
Writing reports	~	~	~
Budget management and planning	~	~	~
Doing program assessment	~	~	~
Creating course/program assessment plans	~	~	~
Program planning/curriculum development	~	~	~
Fund Raising	~	~	~
Public Relations	~	~	~
Establishing partnerships with off-campus entities	~	~	~
Scheduling classes and rooms	~	~	~
Writing grants	~	~	~
Representing department at college or university-level meetings	~	~	~
Leading or attending departmental meetings	~	~	~
Scholarly activity	~	~	~
Teaching	~	~	~
Other _____	~	~	~

33. Your workload as chair has:

- ~ decreased during your term/terms
- ~ increased during your term/terms
- ~ stayed about the same

Explain: _____

34. Who reviews, establishes and is responsible for setting faculty teaching schedules?

- ~ Chair
- ~ Associate Chair
- ~ Faculty Committee
- ~ Dean/Associate Dean
- ~ Not Certain
- ~ Other/explain: _____

35. How were you as the chair involved in the last round of FMIs?

- ~ you were part of the committee
- ~ you did an independent evaluation
- ~ no FMI review at department level
- ~ other/explain _____

36. On average, how often do you have department faculty meetings?

- ~ once/week
- ~ twice/month
- ~ once/month
- ~ every two months
- ~ once/academic term
- ~ other/explain _____

37. How many hours per day do you spend responding to email, voice mail, and traditional mail?

~ 1 hour or less	~ 5 hours
~ 2 hours	~ 6 hours
~ 3 hours	~ 7 hours
~ 4 hours	~ 8 or more hours

38. On average, how much do tenured and tenure-track faculty receive from the department for professional travel?

~ nothing	~ \$601-\$800
~ \$100-\$200	~ \$801-\$1000
~ \$201-\$400	~ more than \$1000
~ \$401-\$600	~ not certain

39. Is your department on dollar-based budgeting (i.e., are you allocated actual salary dollars that you can manage)?

- ~ Yes
- ~ No
- ~ Not certain

40. **IF** you can save dollars from your faculty personnel budget, are you permitted by your dean to reallocate dollars to fund professional development, travel, equipment, supplies, or other activities within the department?

- ~ Yes
- ~ Not certain
- ~ No
- ~ Not encouraged to save since money does not return to department

41. **IF** you can save dollars from your staff personnel budget, are you permitted by your dean to reallocate dollars to fund professional development, travel, equipment, supplies, or other activities?

- ~ Yes
- ~ No
- ~ Not certain
- ~ Not encouraged to save since money does not return to department

42. **IF** your department's expenditures exceed your allocated dollars, is your department responsible for making up the shortfall?

- ~ Yes
- ~ No
- ~ Not certain

n
n
n

43. Are you normally permitted to carry-forward or roll-over any State funds saved from one year for department use during the next fiscal year (do not include Foundation, CE or special session dollars)?

- ~ Yes
- ~ No
- ~ Not certain

44. If dollars are saved from one fiscal year and rolled into the next, who decides how those dollars are spent?

- ~ The Chair
- ~ Faculty committee and the Chair
- ~ Faculty committee
- ~ Dean/Associate Dean
- ~ Other: _____
- ~ Not certain

n
n
n
n
n

45. What was your yearly FTES target for 2001-2002?

- ~ my department not given a yearly target
- ~ not certain
- ~ less than 50
- ~ 50 - 100
- ~ 101 - 300
- ~ 301 - 500
- ~ 501 - 700
- ~ 701 - 900
- ~ 901 - 1100
- ~ 1101 - 1300
- ~ 1301 - 1500
- ~ more than 1500

46. When are you typically given your FTES target?

- ~ Do not receive FTES target
- ~ Does not apply
- ~ Before the academic year
- ~ During the first month of the academic year
- ~ Not certain
- ~ If none of the above, when do you receive your FTES target?

n
n
n
n
n
n
n
n
n

47. Who allocates travel funds to faculty in your department?

- ~ Chair
- ~ Faculty committee
- ~ Dean
- ~ Not certain
- ~ Other(specify) _____

n
n
n

48. Do you have to review, approve and sign-off on the following:

a. Undergraduate major program clearance forms	~ Yes	~ No	
b. Undergraduate minor program clearance forms	~ Yes	~ No	
c. Graduate student program clearance forms	~ Yes	~ No	~ Does not apply
d. Graduate student masters theses/projects	~ Yes	~ No	~ Does not apply

n
n
n
n

49. When was your mission statement last revised?

- ~ within last year
- ~ 2 years ago
- ~ 3 years ago
- ~ 4 years ago
- ~ 5 years ago
- ~ more than 5 years ago
- ~ not certain
- ~ not applicable

50. How closely linked is your departmental mission statement to the courses and experiences required for your degree(s)?

- ~ our department does not have a mission statement
- ~ mission statement consciously and closely linked
- ~ mission statement relatively closely linked
- ~ mission statement loosely linked
- ~ not certain

n
n
n
n

51. How closely linked is your departmental mission to the resource decisions made for courses and requirements?

- ~ our department does not have a mission statement
- ~ mission statement and resources consciously and closely linked
- ~ mission statement moderately linked to resourcing decisions
- ~ mission statement loosely linked to resourcing decisions
- ~ not certain

52. Have courses and programs in your department been reviewed in light of your most recent departmental mission statement?

- ~ Yes
- ~ No
- ~ Not certain
- ~ Not applicable

n
n
n
n

The next set of questions relate to the assessment of the chair's performance.

53. How often is your performance as chair formally reviewed by your dean?

- ~ never
- ~ once/year
- ~ once every 2 years
- ~ once every 3 years
- ~ once every 4 years
- ~ not certain
- ~ Other(specify)_____

54. After how many years of service is the chair's performance reviewed by the faculty?

- ~ 1 year
- ~ 2 years
- ~ 3 years
- ~ 4 years
- ~ 5 years
- ~ 6 years
- ~ chair not reviewed by faculty
- ~ not certain

55. If the chair is reviewed by the dean, please indicate which of the following best characterizes the dean's review in your College.

- ~ chairs are not reviewed by the dean
- ~ review is formal, written, and conducted relative to clear chair performance expectations
- ~ review is formal, written, and conducted relative to vague chair performance expectations
- ~ review is informal, not written, and not conducted relative to clear chair performance expectations
- ~ not certain
- ~ other(specify)_____

This set of questions relate to your motivations and assessment of the role of chair.

56. Listed below are possible reasons for becoming a department chair. Indicate how relevant each reason is in your case.

	Not Relevant	Somewhat Relevant	Very Relevant
I wanted to help lead my department	~	~	~
Faculty rotate through the position and it was my turn	~	~	~
I wanted the extra pay	~	~	~
I wanted to increase my retirement pay	~	~	~
No one else willing to do it	~	~	~
I aspire to higher positions of leadership in the university and this is good preparation	~	~	~
I was motivated by my desire to advance a particular department program	~	~	~
I prefer a leadership role	~	~	~
Other(specify)_____	~	~	~

57. Given the workload that you have experienced as chair, and the budget constraints of the university, what is the minimum monthly chair stipend that would motivate you to pursue multiple terms as chair of your department?

Monthly Stipend \$	0	1	2	3	4	5	6	7	8	9
1 1 1 1										
2 2 2 2										
3 3 3 3										
4 4 4 4										
5 5 5 5										
6 6 6 6										
7 7 7 7										
8 8 8 8										
9 9 9 9										

~ **No chair stipend amount could motivate me to pursue multiple terms as chair.**

58. Approximately what percentage of your work time is spent on administrative tasks (as opposed to teaching and service)?

- ~ 0 - 20%
- ~ 21 - 40%
- ~ 41 - 60%
- ~ 61 - 80%
- ~ 81 - 100%

59. How does the position of chair differ from the expectations you held for the position before you became chair?

	Far less than expected	Somewhat less than expected	About what was expected	More than expected	Much more than expected
Opportunities to make a positive impact	~	~	~	~	~
The support I expected from the faculty	~	~	~	~	~
The support I receive from my dean	~	~	~	~	~
The support I receive from central administration	~	~	~	~	~
How rewarding the job is	~	~	~	~	~
The amount of time the job takes	~	~	~	~	~
The amount of paperwork	~	~	~	~	~
The amount of time after the routine work is done to undertake projects or creative activities	~	~	~	~	~
The number of meetings	~	~	~	~	~
The strain that being chair puts on my relationship with faculty	~	~	~	~	~
Other_____	~	~	~	~	~

60. Since you became department chair, how do you feel that the role has affected your scholarly productivity?

- ~ helped
- ~ hurt
- ~ no effect

This final section pertains to rewards for chairs.

61. If you were a department chair during the last round of FMIs, do you feel that being a department chair...

- ~ helped you
- ~ hurt you
- ~ neither helped nor hurt you
- ~ not certain

62. How many terms do you plan to serve as chair?

- ~ one
- ~ two
- ~ three
- ~ more
- ~ not certain

63. Listed below are possible reasons for serving additional terms. Indicate how important each reason would be to you in deciding to continue to serve as chair.

	Not At All Important	Not Very Important	Neutral	Somewhat Important	Very Important
I want to help lead my department	~	~	~	~	~
I enjoy working with and advising students	~	~	~	~	~
I want the extra pay	~	~	~	~	~
I want to increase my retirement pay	~	~	~	~	~
No one else is willing to do it	~	~	~	~	~
I aspire to higher positions of leadership in the university and this is good preparation	~	~	~	~	~
I want to advance a particular department program	~	~	~	~	~
I like working with colleagues and individuals beyond the department	~	~	~	~	~
I like having access to university-wide information	~	~	~	~	~
I like faculty development and working with faculty in the department	~	~	~	~	~
I like working with staff	~	~	~	~	~
I feel valued and respected by my dean	~	~	~	~	~
I feel valued and respected by the university administration	~	~	~	~	~
I feel valued and respected by my department	~	~	~	~	~
I feel valued and respected by the CSU administration	~	~	~	~	~
My department asked me to continue as chair	~	~	~	~	~
Other(specify)_____	~	~	~	~	~

64. Listed below are possible reasons for not wanting to continue as a chair. Indicate how important each reason is for you not continuing as chair.

	Not At All Important	Not Very Important	Neutral	Somewhat Important	Very Important
I am ready for new challenges	~	~	~	~	~
I do not enjoy human resource/personnel functions	~	~	~	~	~
The extra pay is not commensurate with the extra responsibilities	~	~	~	~	~
Being chair has strained my relationship with my faculty colleagues	~	~	~	~	~
I do not feel supported by my faculty colleagues	~	~	~	~	~
I aspire to higher positions of leadership in the university	~	~	~	~	~
After the basic tasks are done, there is no time to advance new programs or engage in creative management	~	~	~	~	~
I do not enjoy managing departmental resources, especially in lean times	~	~	~	~	~
I have too little authority and too much responsibility	~	~	~	~	~
The workload is too heavy	~	~	~	~	~
I do not have enough control over resources; few if any discretionary resources (positions or funds)	~	~	~	~	~
I do not feel supported and respected by my dean	~	~	~	~	~
I do not feel supported and respected by the university administration	~	~	~	~	~
The job is okay, but other better opportunities have arisen	~	~	~	~	~
I do not feel supported and respected by the CSU administration	~	~	~	~	~
I am exhausted and ready for a break	~	~	~	~	~
I do not enjoy dealing with student complaints and problems	~	~	~	~	~
I do not enjoy being a manager	~	~	~	~	~
I do not feel like I have been trained to be a competent manager	~	~	~	~	~
I miss teaching and/or scholarly activity	~	~	~	~	~
I only planned to serve one term	~	~	~	~	~
Other(specify)_____	~	~	~	~	~

Please describe a 'best practice' that you have observed or implemented yourself that might benefit your colleagues in the CSU.

Please provide any written comments related to the roles, responsibilities, resources, and rewards for department chairs. Attach pages as needed.

Return your completed survey to the Office of the Academic Senate on your campus. Your participation and candid responses are appreciated. A summary report will be available at campus Senate offices in fall, 2002. Thank you.